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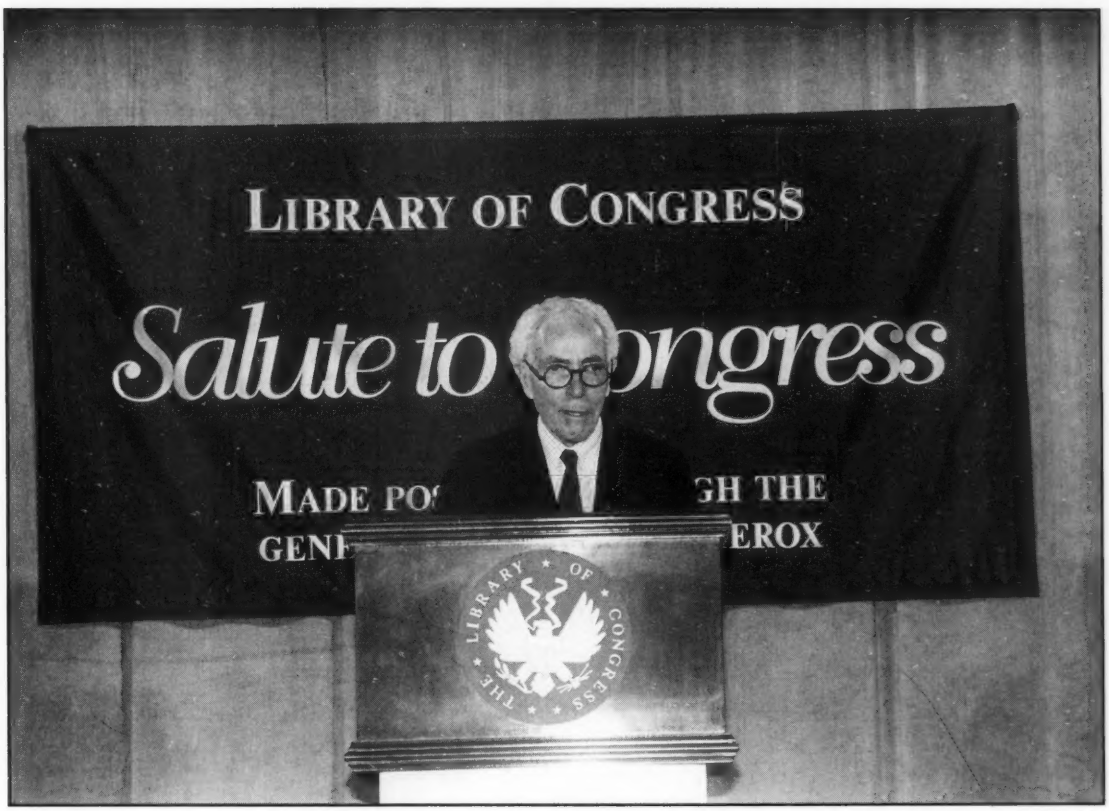

The Library Honors Congress

Library of Congress
INFORMATION BULLETIN

Vol. 55, No. 9
May 13, 1996

JAMES H. BILLINGTON
Librarian of Congress

176

On the Cover: Sen. Claiborne Pell (D-R.I.), longtime member of the Joint Committee on the Library, describes his "long love affair with the Library of Congress." *(Photo by Jim Higgins)*

Cover Story: The Library raised a toast to more than 100 members of Congress – and vice versa – at a fête May 7. 175

'A Worthy Mission': Members of Congress, during a hearing, reaffirmed LC's mission and rejected auditors' advice to disperse the collections. 177

Thorin Accepts Deanship: The associate librarian will leave the Library of Congress to head the Indiana University research library system, one of the largest in the United States. 180

Honor Thy Mother: Eminent writers and poets from across the nation gathered for a six-day celebration of nature and nature writing. 181

Preservation Awareness: Hundreds attended a unique preservation workshop, eager to learn how to preserve their cultural heritage. 182

Europe's Future: The British ambassador will explicate, June 7, at the Library. 185

News from the National Digital Library Program 186

188

Asian Americans Honored: Rep. Robert Matsui spoke movingly of his belief in American diversity, despite its problems, in a keynote speech launching Asian Pacific American Heritage Month. 188

On War: Clausewitz's classic still applies, said an eminent historian. 189

News from the Center for the Book 190

Poetry Prize: The third Bobbitt National Prize for Poetry will be awarded in October. 192

190

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GUY LAMOLINARA, Editor
JOHN J. KOZAR, Publisher

Salute to Congress:

Occasion Marks Restoration of Jefferson Building

All photos by Jim Higgins

Speaker Gingrich sat with (left to right) Ceci Jones, James Earl Jones, Antoinette Hatfield and Sen. Hatfield. Visible between Mr. Gingrich and Mrs. Jones is Norma Baker, the Library's director of development.

By Dixie Harris

On May 7, 120 members of Congress gathered in the Jefferson Building's Great Hall to honor retiring Sens. Mark O. Hatfield (R-Ore.) and Claiborne Pell (D-R.I.) — who together have served more than 50 years on the Joint Committee on the Library — and to celebrate Congress's support of the restoration of the Jefferson and Adams buildings.

Dr. Billington told the audience of some 300 guests that the Library will celebrate the 100th birthday and formal reopening of the Jefferson Building in 1997.

"This is a special day in the history of the Library of Congress," said the Librarian. "We celebrate the completion of the renovation and restoration of the Library's Thomas Jefferson Building and John Adams Building.

"And, most notably, we are paying tribute to those distinguished members of Congress who are retiring and who have supported the Library through the years — both the physical renovation of these glorious buildings and the dedicated work of the Library's skilled staff in serving Congress and the nation with the universal collections uniquely available here," he continued. "We thank you for strengthening this noble institution created by the nation's founders almost 200 years ago."

Dr. Billington also paid special tribute to the retiring members of the Joint Committee on the Library: Sens. Hatfield and Pell.

"The Library of Congress is losing one of the greatest friends it has ever known. . . . We would probably not be here tonight . . . were it not for Mark Hatfield. Along with Congressmen Vic Fazio [D-Calif.] and Jerry Lewis [R-Calif.], who are also with us tonight, Sen. Hatfield was the prime mover in 1984 in securing an appropriation of $81.5 million to renovate and restore the Jefferson and Adams buildings."

About Sen. Pell, the Librarian said: "I want to say a few words of appreciation for his long years of support for the Library of Congress. Sen. Pell, as you know, has been a lifelong friend of books, the world of learning and so many of the great cultural and educational enterprises of our time. . . . On a personal note, I want him to know how much he has meant to me during my tenure as Librarian. . . . We wish him all the best."

The Librarian also thanked Paul Allaire, chairman and CEO of Xerox Corp., which funded the dinner and donated $1.1 million to enable the Library to unveil an exhibition of Library treasures on April 30 at the Jefferson reopening. The exhibition will include key documents from the Library's collections, such as Abraham Lincoln's rough drafts of the Gettysburg Address and George Washington's first inaugural address.

Sen. Hatfield, who is retiring from Congress this year after 18 years on the Joint Committee on the Library, said he wanted to "make a few comments about the mission of the Library by using three of the great per-

sons of our history": James Madison, Thomas Jefferson and John Adams. Sen. Hatfield quoted each of these men.

"I think we can all say that this Library is a center of knowledge and education for the nation and also for the world." Sen. Hatfield then cited James Madison, who said, "Learned institutions ought to be the favorite objects of every free people. They throw the light over the public mind, which is the best security against crafty and dangerous encroachments on the public liberty."

During his turn at the podium, Sen. Pell said he "had a long love affair with the Library." He said the Library in many ways represents "the strength of our nation."

Sen. Daschle (top, left) greets Sen. Hatfield in the Great Hall while businessman Lloyd Hand looks on; John Cole and Curator of the Capitol Barbara Wolanin discuss photos of the Jefferson Building restoration.

Among others, Speaker of the House Newt Gingrich (R-Ga.) said he "emphatically disagreed" with the conclusions of the management analysts who looked at the Library during the recent audits overseen by the General Accounting Office (see story, page 178). "They assumed that in a time of limited budgets, as we enter the Information Age, this Congress should diminish and shrink and divide the greatest knowledge asset this country has. I believe just the opposite.

"By putting the various collections on the Internet we are in an act of generosity comparable to the Marshall Plan, saying to every human on the planet, 'We want you to be able to access all of the knowledge that we, the American people, have brought together,'" Rep. Gingrich said.

Later, in an interview, the Speaker said he hoped Congress will provide more funds for the Library in fiscal 1997 than it did last year.

Senate Minority Leader Thomas A. Daschle (D-S.D.) said in response to Rep. Gingrich's remarks, "Having listened to the Speaker . . . without equivocation, I agree with every world he said tonight and that too is somewhat rare. But he certainly spoke for all of us tonight."

House Minority Leader Richard A. Gephardt (D-Mo.) spoke highly of the Library and recounted how he met Dr. Billington. "At its heart, this is not the Library of Congress. It's the library of our country and our world," he said. "I met Jim Billington some years ago . . . on a trip to what was then called the Soviet Union. . . . I must say that he taught us more in our conversations about Russian culture and religion than you could learn from a lifetime of reading. . . . Because of that and all my experiences with Jim Billington . . . we could not have a better Librarian."

Senate Majority Whip Trent Lott (R-Miss.), who spoke on behalf of

Senate Majority Leader Robert J. Dole (R-Kan.), paid tribute to Sen. Hatfield and his chairmanship of the Joint Committee on the Library, the oldest standing committee in Congress. Sen. Lott said one of Sen. Hatfield's many accomplishments on Capitol Hill was shepherding the $81.5 million for the Library's restoration project through the appropriations process.

"The Library's Jefferson and Adams buildings are not just renewed. They are reborn. And it's fair to say that Mark is the putative father of that birth," Sen. Lott said. "Jefferson once wrote to John Adams, 'I cannot live without books.' The same can be said of Mark Hatfield. That's why the library at his alma mater, Willamette University, bears his name."

Sen. Daschle lauded Sen. Pell, who was first elected to the Senate in 1960 and has served on the Joint Committee on the Library ever since — three times as chairman. Sen. Pell's "love of the Library of Congress, as Jim Billington noted, is legendary. His father, who served the nation not only as a congressman but as a distinguished member of the Foreign Service, gave some of his most prized books to the Library. . . . [Rep. Pell's] guidance, his support and his remarkable leadership have been invaluable."

Dr. Billington presented Sens. Pell and Hatfield with a digitally reproduced map of Ferdinand Magellan's 1519-1521 trip around the globe. Actor James Earl Jones, a member of LC's James Madison Council, finished the program by reading Walt Whitman's "O Captain! My Captain!," a tribute to Abraham Lincoln. Mr. Jones has participated in the Library of Congress's National Film Registry Tour this year, advocating film heritage and preservation.

— Dixie Harris is an intern from Brigham Young University working in the Office of Communications.

Congressional staffers query Marvin Kranz, a historian in the Manuscript Division.

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Information Bulletin 84LC01

Hearing Held on General Accounting Office Report

Members of the Joint Committee on the Library on May 7 reaffirmed the Library's historic mission of sustaining and preserving "a universal collection" and rejected a recommendation by the General Accounting Office (GAO) that the Library disperse its collections among other institutions and become a "national information/knowledge broker" and "referral agency."

"The Library rejects in the strongest terms this challenge to its historic mission," Dr. Billington said in a written statement prepared for the hearing by the Joint Committee on the Library.

"It seems inconceivable," he said, "that the world's largest and most varied record of human knowledge — in effect, America's strategic information reserve — should be pulled apart and scattered as America is entering the Information Age."

"We do not want to scale back the Library of Congress, which is the library of the nation, the library of the world and the repository for all possible human knowledge," said Sen. Mark O. Hatfield (R-Ore.), chairman of the Joint Committee, at the conclusion of the hearing.

"I think that's a worthy mission and I think it has been affirmed by the Congress year after year," Sen. Hatfield continued, adding that Congress has a "continuing obligation to maintain that mission in light of not only our national interests but in the interests of the world."

"We do not want to scale back the Library of Congress, which is the library of the world and the repository for all human knowledge." **— Sen. Mark Hatfield**

He said he was not speaking for every member of the committee but for a majority; most of those present endorsed his statement by nodding or raising their hands.

Committee members present, in addition to Sen. Hatfield, were Rep. William M. Thomas (R-Calif.), vice chairman of the Joint Committee; Sen. Claiborne Pell (D-R.I.), ranking member of the Joint Committee; Sen. Daniel Patrick Moynihan (D-N.Y.); Rep. Vic Fazio (D-Calif.); Rep. Robert W. Ney (R-Ohio); and Rep. Ed Pastor (D-Ariz.). Also present was Rep. Ron Packard (R-Calif.), chairman of the House Legislative Branch Appropriations Subcommittee.

Representing the Library at the congressional hearing were Dr. Billington and Thomas P. Carney, acting Deputy Librarian.

Appearing in the Russell Office Building's Room 301 to present their reports on Library finances and management — and the Library's mission — were two GAO officials, J. William Gadsby, director of Government Business Operations, and Robert W. Gramling, director of Corporate Audits and Standards; Joyce C. Doria, partner, Booz-Allen & Hamilton Inc.; and Paul E. Lohneis, partner, Price Waterhouse LLP.

Mr. Hatfield noted that he and Sen. Connie Mack (R-Fla.), chairman of the Senate Appropriations Subcommittee on the Legislative Branch, in their October 1995 letter to Comptroller General Charles A. Bowsher, had "not raised the question of the mission" but had asked only for a GAO management review in light of questions that had been raised regarding management and finances.

Under questioning, Mr. Gadsby and Ms. Doria both retreated from Booz-Allen's specific recommendation that the Library scale back its international collections and become an information broker for Congress and the nation. That recommendation was featured prominently in a two-volume, 400-page report, *Management Review of the Library of Congress*, that Booz-Allen & Hamilton of McLean, Va., prepared for GAO at the conclusion of a three-month review, ending in March, of Library management and operations.

Mr. Gadsby and Ms. Doria both said they were putting Booz-Allen's alternative missions on the table to stimulate debate.

Reps. Thomas, Fazio and Packard all said they thought discussion was important. "I think it is better to decide on the mission and then fund it, rather than to let the budget drive the mission," Mr. Packard said. In addition to discussing the Library's mission, committee members focused their questions mainly on results of the Price Waterhouse audit, management problems and Booz-Allen's suggestions that the Library raise revenue by charging publishers for cataloging and recover the full cost of registering copyrights.

Questioned by committee members about Price Waterhouse's financial review, GAO's Mr. Gramling said the Library has done "a good job of cleaning up problems" identified in a 1991 audit with regard to FEDLINK accounts and is making progress in complying with other 1991 recommendations. He said: "Good progress has been made, but the Library still has a way to go."

"The Library rejects in the strongest terms this challenge to its historic mission. It seems inconceivable that the world's largest and most varied record of human knowledge should be scattered." **— Dr. Billington**

***"The Library's principal role would change from being a custodian of collections to that of a referral agency."* — Booz-Allen and Hamilton**

Based on audits of other federal agencies, problems noted by the 1995 Price Waterhouse audit are "typical of what you would find at this stage," Mr. Gramling said, adding that the Library should be in a stronger position now to earn a "clean report" in 1996. The recent audit occurs between the Library's first-ever 1991 audit, which Dr. Billington requested in 1988 shortly after he became Librarian, and what was to be the next large-scale audit, scheduled for 1996.

Mr. Thomas said the House, which was audited for the first time ever at the beginning of the 104th Congress by Price Waterhouse, "would have loved to have had a 'qualified opinion' for a first audit." Price Waterhouse said in its 1995 report that it had to "qualify" its opinion on the Library's consolidated financial statement because the Library's property and equipment records were not reliable or complete. Dr. Billington told the committee these records would be complete by the end of 1996.

Mr. Gadsby said some other Library problems, such as the need for strategic planning, are "not unique" for federal agencies.

As for the suggestion that the Library recover copyright registration costs by increasing registration fees, Dr. Billington said it probably would cost almost as much to "go after" deposits of materials not made voluntarily as the Library would receive in increased revenue.

At the hearing's end, Mr. Hatfield told Dr. Billington that before the next hearing, either before appropriations committees or the Joint Committee, the Library should submit specific management recommendations, specific goals, specific dates for accomplishing the goals and their budgetary impact.

New Mission Suggested

GAO contracted with Booz-Allen to conduct the management review and with Price Waterhouse to audit the Library's fiscal year 1995 financial statements. The Library's share of the cost of the Price Waterhouse audit is $699,500. The Library has not been asked to pay for the Booz-Allen study.

In its report, Booz-Allen recommended a new role for the Library — that of "information/knowledge broker," in which "the Library's principal role would change from being a custodian of collections with an independent operational role to that of a comprehensive broker or referral agency," according to GAO's testimony.

"The Library would initiate collaborative relationships with other libraries and consortia. It would use information technology to tell inquirers which library in the nation or the world has the specific information. Under this scenario, the Library's collections would be selectively retained or transferred to other institutions with arrangements for appropriate preservation, or both. Other institutions would need to demonstrate their willingness and capability to participate in such a system," according to GAO's prepared statement.

Dr. Billington disagreed: "Such a step would irreversibly cripple and eventually destroy the Library of Congress's ability to continue providing its most distinctive services to Congress and the nation," he said. "Slowly but inexorably there would be literally nothing left of the present Library but a constantly changing information switchboard service and vestigial collections of miscellaneous materials."

Booz-Allen laid out three possible scenarios: (1) The Library would abandon its ad hoc role as a national library and focus its mission only on

***"Such a step would irreversibly cripple and eventually destroy the Library's ability to provide its most distinctive services to Congress and the nation."* — Dr. Billington**

Congress and the federal government, with information provided by the Congressional Research Service — requiring significantly fewer staff and financial resources.

(2) The Library would strengthen its national role and "deemphasize" activities of a global nature. One variation would be to continue congressional service but to create a separate National Library. In this scenario, the Library would have to operate within its current resource base.

(3) The Library would continue to serve Congress and the nation and expand its international collections and activities "to serve the worldwide communities of libraries, publishers, and scholars" — an alternative that would require increased staff and financial resources.

Booz-Allen acknowledged in its "Executive Summary" that the "mission of the Library of Congress has been the topic of intermittent debate for nearly 200 years."

Dr. Billington said: "Even if there were not . . . historically proven value in the Library's existing mission, it is doubtful that the suggested alternative mission would be able to provide anything like the Library's quality of service — let alone achieve the potentially much greater future quantity and quality of service that we foresee emerging under its present mission and procedures."

Dr. Billington said Congress and a central federal government could not depend on shifting collections, acquisitions and access policies of institutions governed by private boards and local legislatures. The Library's foreign-language acquisitions not only meet congressional and other

(Cont. on page 193)

Associate Librarian to Leave Library:

Thorin Will Become Dean of Indiana University Libraries

Suzanne Thorin, associate librarian since January 1996 and a member of the Library staff for more than 16 years, is resigning from the Library to become dean of university libraries at Indiana University in Bloomington on July 5.

She will head one of the largest research library systems in the United States, with 7 million bound volumes, 27 million other items and 32 libraries, including the main library, the Lilly Library — which houses a major collection of rare books and manuscripts — and 15 departmental libraries.

The Indiana University board of trustees confirmed her appointment at its meeting on May 3.

"This is a wonderful job, and it is an honor for me to be a part of this great university," Ms. Thorin said. "This will be a great opportunity for me to use the broad experience I have gained at the Library of Congress. It is hard to leave the Library and my friends and colleagues, but I am looking forward to being part of an academic community again."

"We will all keenly miss Suzanne's remarkable skill in assessing problems, formulating solutions and balancing the best interests of the institution and staff, but we share her excitement as she embarks on the new opportunities and challenges she assumes in Indiana.

"Her successes at the Library have clearly prepared her for this opportunity to direct a major library system within a great university," said Dr. Billington.

As associate librarian, Ms. Thorin has authority for administrative support services, including information technology, human resources, security, space planning and the National Digital Library Program. She was appointed by the White House as the U.S. representative for the G-7 electronic libraries project, one of 11 G-7 pilots for the Global Information Society.

Until her latest appointment, Ms. Thorin served for nearly four years as the Library's chief of staff. She was the acting director of Public Service and Collection Management (PSCM) I, August 1991 to March 1992; chief, General Reading Rooms Division 1988 to August 1991; assistant chief of that division, 1985-88; head, Research Facilities, 1983-85; and head, Music Section, National Library Services for the Blind and Physically Handicapped (NLS), 1980-82. She was associate professor of music and music librarian at Indiana University of Pennsylvania in Indiana, Pa., from 1968-1980.

Suzanne Thorin will direct one of the largest research library systems in the United States.

Thorin earned master's degrees from the University of Michigan in library science (1968) and music history and literature (1964) and a bachelor's degree in music education from North Park College in Chicago (1963). She is a member of several professional associations and lectures and gives speeches about library subjects.

One highlight of her Library career, Ms. Thorin said, was serving as chief of staff, "which gave me experience with the political process, formulating the budget and working closely with the Librarian of Congress, who is a visionary leader. I also learned a lot working with our oversight committees."

Another highlight was being involved in the beginning of the Library's digital library effort, which included planning and collaborating with 14 other libraries to create the National Digital Library Coalition and creating the Digital Library Visitors' Center.

"My involvement in the National Digital Library made me realize I wanted to be more directly involved again in the education of young people," Ms. Thorin said.

"There is real excitement at Indiana University, with Ameritech building a new online public-access catalog and the Big 10 universities working together on all sorts of projects and shared goals," she said.

Ms. Thorin said she is especially grateful to Congressional Research Service (CRS) Director Daniel Mulhollan "for teaching me the political process"; to CRS Deputy Director Angela Evans for her guidance during Evans's service as acting director for congressional relations; to former Associate Librarian for Collections Services Henriette Avram, with whom Ms. Thorin worked while she was responsible for the Library's special collections; and to National Library Service Director Kurt Cylke — "he's a fine manager; I learned a lot from him."

The Community of Nature:

Writers, Poets Convene in Watershed Conference

Speaking recently on a local talk show, Poet Laureate Robert Hass, who lives in California, said, "From my part of the world it looks like everything gets transformed into editorial cartoons when it passes through Washington."

Many others have made similar observations about the nation's capital, but, unlike most, Mr. Hass realized he was in a position to do something about it.

Soon after his appointment as Poet Laureate Consultant in Poetry to the Library of Congress, he realized his unwieldy new title could be of use in advancing the cause of preserving the tradition of American nature writing.

"The nature writing tradition in America is one of the deepest things about us as a people," Mr. Hass has written.

"It includes the writing of Thomas Jefferson, the journals of Lewis and Clark, the sea novels of Melville, Thoreau's great *Walden*, the Sierra essays of John Muir, and the hunting stories of Hemingway and Faulkner, as well as the prairie books of Willa Cather and the popular scientific writing of Rachel Carson and Lewis Thomas. "All you have to do is name the names to see that this is a literary tradition that fuses science and art, advocacy and meditation, with a deep sense of place and of community."

After much discussion with friends and colleagues, including the poet Gary Snyder, Mr. Hass decided to create a little fusion of his own.

What if he could bring together those who write and teach about nature with those who strive to protect it?

Thus the idea for a weeklong conference was born. Mr. Hass knew he could assemble all the necessary literary talent and get writers to donate their time, but to cover the educational side he would need a partner. That partner turned out to be the Orion Society, an environmental education organization. Together, they raised the private funds to present "Watershed: Writers, Nature and Community" — six days of readings, lectures, dialogues, panel discussions, classroom visits and performances celebrating nature and nature writing, at the Library and other sites around the Washington area from April 15 to 20. The International Rivers Network and *Poetry Flash* magazine, based in San Francisco, were associate sponsors. Hundreds of other organizations also got involved.

The week opened with a Monday evening lecture on April 15 at the Corcoran Gallery, by author Peter Matthiessen, titled "Cranes and Wilderness." The next night at the Library of Congress, the Poet Laureate introduced a program called "Dirt Rich: An Evening of African American Reflections of Place in Words and Music," presented by poets Lucille Clifton, Cornelius Eady and Rachel Bagby.

The next four days were devoted to panel discussions during the day, followed by readings at night.

Among the many authors who participated in "Watershed" were Pattiann Rogers, Scott Russell Sanders, Linda Hogan, Richard Nelson, Gary Snyder, Wendell Berry, Barry Lopez, Terry Tempest Williams, William Kittredge, Gary Paul Nabhan, Annick Smith, Rick Bass, James Galvin and Joy Harjo.

Many related events took place throughout the Washington area, including visits by writers to local public schools and an award ceremony for a national art and poetry contest for American schoolchildren on the theme of "watersheds."

When all was said and done, Terry Tempest Williams summed up the proceedings for the Denver *Post*, writing: "Robert Hass has flooded the District of Columbia with stories.

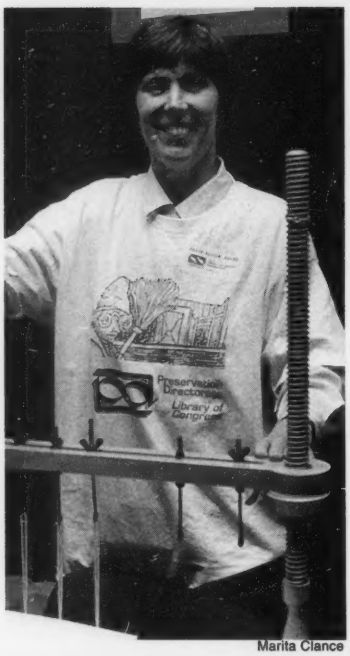
"Now we can thank him for bringing his vision of 'Watershed' to a town where many of our lawmakers have forgotten where the source of true power lies — always with the land."

— Craig D'Ooge

Craig D'Ooge is media director in the Public Affairs Office.

Learning to Preserve:

Preservation Workshop/Expo Draws Hundreds



Marita Clance

"All I need to know in one room."

"Having vendors available and demonstrations are excellent."

"I'm delighted to have discovered this. . . . A real contribution to book lovers."

These and other remarks are typical of what members of the crowd were saying during the April 16 Preservation Awareness Workshop, held in the Library's Mumford Room.

Sponsored by the Center for the Book and the Preservation Directorate as part of the Library's celebration of National Library Week, this unique workshop offered the general public the chance to learn, at no cost, how to preserve and care for family treasures such as books, papers, documents, photographs, prints, film and sound recordings.

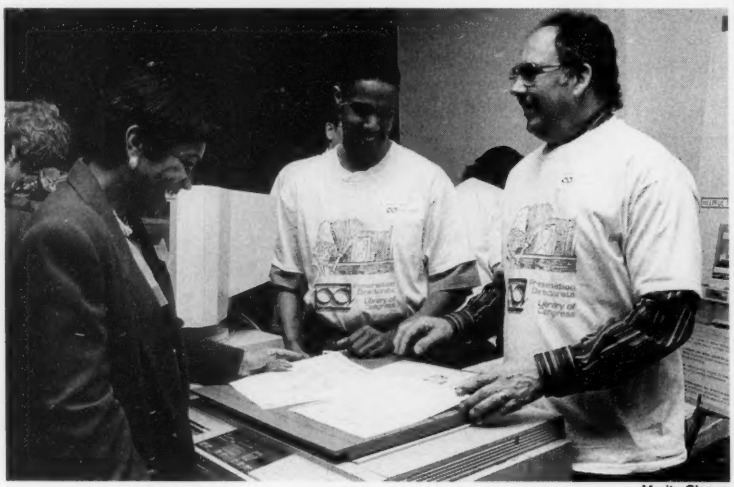
More than 600 people were there to learn more about conservation and preservation. Library conservators and other employees, wearing special Preservation Awareness T-shirts over their everyday clothing, were either presiding over display tables or giving demonstrations. They had succeeded in turning a serious topic — the preservation of individual Americans' cultural heritage — into an enjoyable learning experience.

The Mumford Room was transformed into a Preservation Awareness Exposition, divided into sections, with table displays and exhibits devoted to different types of materials. The walls were covered with framed artworks that had been preserved and restored by the Library.

Demonstrations included gold tooling, book sewing, materials testing and the matting of prints. One long wall featured exhibits of books, prints, photos and sound recordings. Other tables offered handouts on conservation and information about private, nonprofit organizations dedicated to preservation and conservation. Another part of the room was occupied by various vendors (both manufacturers and distributors) staffing exhibit tables and displays.

The workshop began at 11 a.m. with a welcome from Diane Kresh, the director of Preservation, and John Y. Cole, the director of the Center for the Book. Established in 1972, the Preservation Directorate is charged with protecting and preserving the Library's vast collection of more than 110 million items, including 17 million books, 12 million prints and photographs, 4 million maps, 46 million manuscripts and 2 million sound recordings.

The Center for the Book, founded in 1977, has initiated hundreds of projects to encourage literacy and reading. By advocating the book as an artifact and an art form, as well as a means of communication, the Center for the Book has been a catalyst in stimulating the public's interest in



Marita Clance

Diane Kresh (top), director of Preservation, sports one of the special T-shirts; Linda Washington, director of Integrated Support Services, admires the handiwork of Donald Blake and Robert Moore of the Photoduplication Service.

books, both nationally and internationally.

Ms. Kresh urged the audience to learn from the assembled experts and to use that knowledge to care for and preserve their own collections. Dr. Cole noted that this was the first time the Center for the Book had participated in an event dealing with the preservation of books. "The time has come," he announced, "to care for the book as a physical object as well as an object of study."

Throughout the day, from 11:30 a.m. to 3 p.m., five experts were on hand to show slides and discuss conservation and preservation practices related to a specific area. Participants learned two general rules: proper temperature and humidity are critical and anything of value should never be stored in an attic or a basement.

The first speaker, Doris Hamburg, head of the Preventive Conservation Section, talked about the preservation and handling of original prints and papers. She emphasized that storage is the most important factor. "Improper lighting, including direct sunlight, can cause changes in the paper, such as bleaching, fading and darkening the print," Ms. Hamburg said. Because less light is preferred, original works of art on paper should be hung on walls that do not receive direct sunlight.

Ms. Hamburg noted that because newsprint is generally of poor quality and almost impossible to preserve, a person might choose to duplicate a newspaper clipping. However, when using a photocopy machine, certain papers that are already fragile or brittle may be further damaged unless they receive specialized photocopying. (An exhibit at the workshop showed how to make preservation photocopies correctly, even explaining when not to use a duplicating machine.)

Watercolors also need protection from light and dust. Since their inks or paints can sustain chemical reactions, they should be stored in cooler, less humid sections of the house. Because paper absorbs moisture as it expands and contracts, it is not wise to hang a valuable work of art in a bathroom, as the humidity will cause rippling and ridging.

Before hanging a work of art, Ms. Hamburg advised, use at least a four-ply mat board that is buffered, acid-free and made of rag or wood pulp such as lignin-free refined wood cellulose. She cautioned against placing glass in contact with the artwork. If prints are to be stored rather than hung, she suggested using alkaline-buffered and acid-free archive boxes.

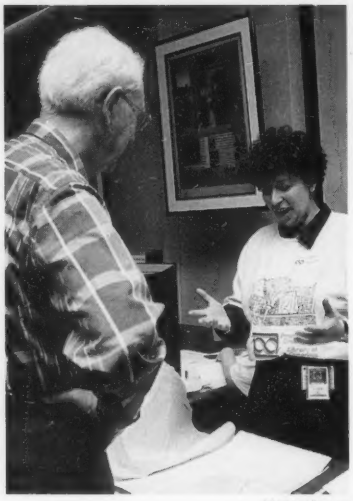
Ms. Hamburg ended by asking her listeners to watch a live demonstration of the correct way to mount a print on a mat.

The next speaker, Lage Carlson, senior rare book conservator, said that proper handling and storage can prolong the life of a book and advised a stable, cool, clean environment. Sunlight and either too high or too low humidity can fade or desiccate a book. The ideal storage unit for books, he said, is on a glass shelf in a glass bookcase with doors, away from window light. Books should always be shelved in an upright position, next to books of similar size. He admonished listeners against using either basements or attics for storage. After Mr. Carlson's presentation, one woman remarked: "I feel this is the best possible way to spend my tax

Marita Clance

The Library's Photoduplication Service serves the public by creating copy negatives from the Library's vast collections, on demand, as described in this tryptych.

Marita Clance



Marita Clance

Linda Washington surveys a display about the services of the Photographic Section; Doris Hamburg, head of the Preventive Conservation Section, explains a conservation process to a visitor.

dollars, and I will tell my congressman."

Another woman responded: "This is the way to run a workshop. When a speaker talks about an archival box, I can go right over to the table and see the real thing."

At 1 p.m., a well-known photographic conservator, Debbie Hess Norris, president of the American Institute for Conservation, talked about the preservation and care of photographs. She began by saying: "Never put Grandma in the attic or the basement." She used slides to show examples of the damage caused to photographs by excessive heat (the attic) and humidity (the basement). She also noted that a fluctuating environment can cause photos to fade and slowly crack and craze. Ideally, a photography collection should be stored at a temperature of 68 degrees Fahrenheit and a relative humidity of 30 or 40 percent, in a closet, within an air-conditioned room.

Ms. Norris dropped a bombshell when she said that photographs should never be housed in magnetic albums. She explained that this popular type of album contains adhesives that discolor photos, stick to them and make the photo difficult to remove. (A vendor later called magnetic albums "the kiss of death.")

Instead, Ms. Norris advised, photos should be housed in chemically stable plastic sleeves and placed in an acid-free, lignin-free paper storage box. Some photos may be damaged beyond repair except by an expert; using slides, Ms. Norris showed how professional conservators restore badly damaged and torn photos.

The fourth speaker, David Parker, acting head of the Curatorial Section of the Motion Picture, Broadcasting and Recorded Sound Division (MBRS), discussed the storage and handling of motion picture film. Mr. Parker said all film is subject to fading, which is impossible to stop entirely, but given proper care, handling and storage, the rate of deterioration can be slowed and extended over several decades. He advised that all motion picture film be stored at a temperature just above freezing and a humidity of 25 percent. He added that film should always be held by its edges to avoid leaving fingerprints, and he suggested that the film should be stored in plastic cans rather than metal. Videos should be stored vertically; motion picture film, horizontally, but with no more than eight cans per stack. If a film is damaged by shrinkage, scratching or buckling, restoration efforts should be done only by a professional.

The last speaker, Larry Miller, supervisor of the Public Listening and Viewing Facility in MBRS, said that sound recordings should always be stored in an upright position, and when they are handled, they should be "cradled" out of their jackets. He noted that, as fingerprints are oily and dusty, fingers should never touch the playing surface.

Proper storage is critical for the preservation of tapes — which translates into no attics or basements. Recordings also require controlled temperatures and low humidity. In demonstrating various methods of cleaning disks and recordings, Mr. Miller said a vacuum record-cleaning machine is preferable. Playback equipment should be cleaned regularly with alcohol and cotton swabs, and a stylus should be cleaned before each use.

He advised storing cassettes and CDs in a vertical position, and placing cassettes in a drawer with a minimum of dust. LPs and other records should be stored in wooden boxes rather than cardboard ones because the acid in the cardboard can discolor the record sleeve.

He explained that audio cassettes are not considered archival because they are too fragile, and he does not recommend them except for convenience. Digital tape was also not recommended.

At a display table, Bob Muens, a conservator who had spent months working on this event, predicted that because "the first Preservation Workshop outdid everyone's expectations, there will definitely be a second."

— Bernice Tell

Bernice Tell is a Washington freelance writer.

Merrilee Wilson

Preservation assistants Ann Seibert, Robert Muens and Amparo Torres took part in the preservation event.

British Ambassador to Speak at Library

Britain's ambassador to the United States, Sir John Kerr, will speak at the Library June 7 on the topic "Europe: What Next?"

A native Scot who attended Oxford, Sir John has had a long and distinguished career in Britain's foreign service, specializing in economic and military issues.

Promoted to first secretary of the Foreign Office in 1971, he worked on NATO issues. In 1974 he shifted to the Foreign and Commonwealth Office, where he served as private secretary to the permanent undersecretary in 1979. His next post, in the Defence Division in Her Majesty's Treasury, led to service as head of military intelligence.

In 1981 he became a regular visitor to Washington, attending meetings of the International Monetary Fund, following his appointment as principal private secretary to the chancellor of the Exchequer.

In 1984 Sir John became the youngest-ever head of chancery in Britain's Washington embassy. In that role he accompanied Prime Minister Margaret Thatcher to the 1984 and 1986 Camp David meetings, assisting her during talks on the Strategic Defense Initiative with President Reagan. Later, Mrs. Thatcher appointed him assistant under secretary for European Community matters.

Sir John Kerr will talk about Europe's near-term future.

In 1990 Sir John moved to Brussels as Great Britain's ambassador and permanent representative to the European Union. Here he was part of the team that negotiated the Maastricht treaty of 1991, which, among other things, set out a delicately framed plan for a single European currency.

He returned to Washington as Britain's ambassador in September 1995, making him one of very few British civil servants to have served in the two top foreign postings — Brussels and Washington.

Sir John and his wife, Elizabeth, have two sons and three daughters, including twins born in 1976.

Sir John will speak in the Mumford Room on the sixth floor of the Madison Building, at noon. The talk is one of a series of occasional lectures sponsored by the Library's Humanities and Social Sciences Division.

LAW LIBRARY OF CONGRESS

GLIN

GLOBAL LEGAL INFORMATION NETWORK

News from the National Digital Library:

Library and NASA Sign Agreement to Upgrade GLIN

The Library of Congress and the National Aeronautics and Space Administration's Goddard Space Flight Center on April 18 signed an agreement to upgrade the Global Legal Information Network (GLIN) to better serve Congress.

The memorandum of understanding signed by Dr. Billington and NASA Administrator Dan Goldin will increase accessibility of legal data from around the world for the Library's legal specialists, who provide information to Congress.

GLIN is a cooperative database administered by the Library of Congress's Law Library that provides access to laws of foreign countries and the United States to its 10 member countries over the Internet.

This agreement will enable GLIN partners without Internet access to receive and transmit data using a satellite system being tested by Goddard. The agreement also calls for Library and NASA staff to work together to upgrade the speed and flexibility of GLIN.

Specifically, the agreement calls for, by the year 2000:

- Using satellites "to provide sufficiently high bandwidth communications to insure interactive usage of the [GLIN] database as a digital legal library anywhere in the world."
- Establishing a technology infrastructure that "supports current or de facto standards to provide basic access to any country of the world desirous of participation."
- Increasing usability of the system by designing better indexing and searching tools.

"The Library of Congress is pleased to enter into a cooperative agreement with NASA that will benefit both agencies," said Dr. Billington. "NASA's technology and expertise will help make GLIN more responsive to the needs of Congress."

GLIN is a system developed by the Library of Congress and its Law Library to improve service to Congress, which often needs information on the laws of foreign countries. For example, when writing treaties, the Senate needs to know the legal environment in which the treaty will be implemented. Congress also often asks the Law Library for examples of laws in other nations that address issues faced by the United States as well. All of GLIN's members have access to one another's databases.

Goddard researchers are developing systems to manage quickly large volumes of satellite data. The cooperative agreement joins the Library's need for an advanced data management system with Goddard's desire to test its systems inexpensively.

According to Milt Halem, head of Goddard Space Data and Computing Center, "This is a unique opportunity and may very well be the first time that Goddard or NASA has provided such significant information-network technology to an organization in the legislative branch."

Rubens Medina, Law Librarian and GLIN director, praised NASA for its willingness to offer its expertise and technology. "The Law Library staff look forward to a fruitful relationship. Together, we will make GLIN an even better system that is more widely accessible and easier to use."

The Law Library is the largest such library in the world. It was established in 1832 by the U.S. Congress to answer congressional inquiries and

prepare reports and other documents for U.S. lawmakers. Its staff of legal specialists track legislation from around the world.

❑ **Romania Joins GLIN.** Under the auspices of the Congressional Research Services's Task Force on International Parliamentary Programs, a delegation of Law Library staff, headed by the Law Librarian, traveled to Bucharest, Romania, on April 20-28 on a fact-finding mission to assess the viability of establishing a country GLIN station.

Current GLIN national member stations are not all at an equal level of performance and delivery due to factors such as procurement and connectivity. Thus a site visit is necessary to ensure that the network can be effectively implemented. For the benefit of all its users, a critical mass of data needs to be entered as expeditiously as possible.

The delegation to Romania inspected the technological infrastructure and assessed the administrative organization and expertise of local personnel who would undertake Romania's participation in this international partnership of electronic legal information exchange.

At the end of the trip, the delegation concluded that Romania has more than an adequate technology infrastructure with good telecommunications access; that both the Senate and the Chamber of Deputies are interested and committed to GLIN participation; and that the legislative branch's organizational structure would allow for the cooperation of both bodies. A GLIN-Romania Team has been designated to participate in training and network administration activities.

Because the Chamber of Deputies has direct access to a satellite link and is equipped with the basic hardware and software elements required, it will serve as the location of the GLIN-Romania station. The Senate is also properly equipped to operate a support-associate station. The newly created Legislative Council as well as the Ministry of Justice are also interested in participating.

The Romanian Team members — a lawyer analyst and an information technology expert — are scheduled to participate in the GLIN training session to be conducted in Washington, at LC's Law Library this month. This session will also include training for a new GLIN-Mexico associate station.

Romania is the 11th nation to join the network. Sweden, France, Russia and Albania are scheduled for negotiations and fact-finding missions in this year, which would bring the total number of network members to 15 countries. The GLIN database has 33 other, mostly Hispanic, nations whose laws are indexed and input by the members of the GLIN-Central team at the Law Library. Ten other countries have expressed an interest in joining the network.

— Natalie Gawdiak

Natalie Gawdiak is a writer-editor in the Law Library.

Rubens Medina is Law Librarian and GLIN director.

Countries with Current or Pending Membership in GLIN

Current Members:	*Admission Pending:*
1. Argentina	1. Albania
2. Brazil	2. Bolivia
3. Hungary	3. Egypt
4. Korea, Republic of	4. France
5. Kuwait	5. Nicaragua
6. Lithuania	6. Paraguay
7. Mauritania	7. Peru
8. Mexico	8. Russia
9. Poland	9. Sweden
10. Romania	10. Uruguay
11. Ukraine	

'One Vision, One Voice':

Americans Should Cherish Diversity, Says Rep. Matsui

Rep. Robert T. Matsui (D-Calif.) kicked off Asian Pacific American Heritage Month at the Library with a keynote address on May 1 in which he told a capacity crowd that included the ambassadors from Sri Lanka and Nepal: "We have to cherish the diversity in our nation."

N. Alicia Byers

Ethnic conflicts, like those in the former Yugoslavia, "indicate how difficult it is to keep a nation together."

Mr. Matsui graduated from the University of California at Berkeley and Hastings College of the Law. He was elected to Congress in 1978 and has been a leader on such issues as trade, tax policy, social security, health care, children's issues and welfare reform. He is a member of the House Ways and Means Committee.

The theme of this year's celebration, "One vision, one mission, one voice," was echoed in Mr. Matsui's address, which illustrated the difficulties of reconciling the often conflicting concerns of different groups. Describing a conflict in the House Ways and Means Committee markup session that he said delayed his arrival at the program, Mr. Matsui told of two colleagues with opposite views on an issue. But both "were absolutely right and absolutely pure in motive," which, as is frequently the case in a democracy, makes finding a suitable compromise challenging.

The United States is particularly demanding because of its great diversity. "If you close your eyes," he said, "it is easy to picture someone who is German, Japanese or even French or English. When one tries to describe an American, it depends on one's perspective or outlook."

Mr. Matsui talked movingly of his parents, born and raised in the United States near Sacramento, Calif., who were among the 120,000 Asian Americans interned for 4 1/2 years after the Japanese attack on Pearl Harbor in 1941. Calling internment a "breakdown of the Constitution and society," Mr. Matsui noted that these Americans, interned simply because of their racial heritage, were denied their civil liberties. He said he was thankful that "this government has a way of correcting itself," and that through the legislative process, in 1988, it apologized and made restitution to the remaining survivors.

By the 1980s, according to Mr. Matsui, Asian Americans were popularly regarded as "the model minority," whose achievements in the arts and sciences were well documented by the media. But very few hold positions of political leadership, even today, he noted. Although Asian Americans comprise more than one-tenth of the population of California, they hold only one of the state's 120 legislative seats, Mr. Matsui said.

Asian Pacific American Heritage Month, Mr. Matsui said, should be a time to celebrate not only the past but also "to see if we can do better. Americans always look to the future. Ultimately we want to make sure our grandchildren have a situation where race and background are not an impediment to success."

— Mark F. Hall

Mark Hall is a cataloger in the Copyright Office Cataloging Division.

N. Alicia Byers

Rep. Matsui (top) spoke movingly of his father, who died before the U.S. government apologized in 1988 to World War II's Asian American internees; Ambassadors Bhekh Thapa of Nepal (left) and Jayantha Dhanapala of Sri Lanka were among the distinguished attendees.

Wisdom on War:

Professor Illuminates Modern Relevance of On War

Karl Von Clausewitz's *On War* tells us that "the purpose of a military is to be in a state of readiness and capacity to give true battle," said Sir Michael Howard, professor of history emeritus at Yale and Oxford, who lectured at the Library on May 9. "In war, battles are [comparable to what] a cash settlement is in a business transaction — the bottom line. Sooner or later the check must be presented and paid, in blood."

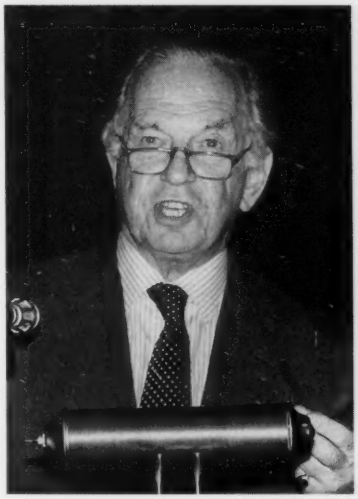
Clausewitz's work, first published shortly after his death from cholera in 1831, remains relevant to the study of military science today in spite of the vast changes in the technology of warfare over the past century and a half, Sir Michael said.

Shortly after the end of the Napoleonic Wars, Clausewitz set out to write a book about military science, hoping only that it would not be forgotten after two or three years. Sir Michael said that Clausewitz would be amazed that *On War* is still required reading in war colleges, let alone the subject of a lecture such as this one.

Presented by the Rare Book and Special Collections Division of the Library and the Center for the Book and sponsored by the Lynde and Harry Bradley Foundation, the lecture was the last in a series of lectures about books "that have mattered to Western citizenship, statecraft and public policy."

Sir Michael, born in 1922, had his own education at Oxford interrupted by World War II. During his military service, he rose to the rank of captain and was wounded twice. Finishing his education after the war, Sir Michael has since taught military history and strategic studies at King's College in London, Yale and Oxford in addition to writing numerous books, including the authoritative translation of *On War*.

Noting that the book is "well known but little read," Sir Michael's lecture placed *On War* in the context of its times. A fundamental aspect of Clausewitz's philosophy was a reaction against the then prevailing view of the conduct of warfare, which had led to Prussia's defeat at the hands of Napoleon's armies. This thinking focused primarily on troop movements and the exploitation of quantifiable data regarding enemy forces and positions. Clausewitz believed that this approach was fatally flawed because it overlooked several vital, yet unquantifiable, factors.



Yusef El-Amin

Michael Howard: Clausewitz taught that willpower and courage were more important than weapons and tactics in winning wars.

Willpower, courage and passion were more important, in Clausewitz's view, than weapons and tactics, by as much as 3-to-1, Sir Michael said. In the chaos of battle, soldiers often do not behave as expected. Thus an experienced and dedicated army can defeat an enemy that on paper seems to be the stronger force.

Today, Sir Michael warned, "an army which relies on high technology to fight bloodless wars will be at a disadvantage if they meet an adversary with equal technology which possesses moral fervor and is not afraid of bloodshed." Further, an army must be prepared to change its tactics because, as Clausewitz said, "war is fought against a living animal which reacts."

Why is Clausewitz's theory, which Sir Michael called "ideal" for waging war, so rarely followed? There are two reasons, he said.

The first, which Clausewitz calls friction, is the inherent difficulty in pushing matters to a climax. Sir Michael compared waging a war to walking in water, which makes it difficult to move as far and fast as one might want.

The second reason is that wars do not exist in a vacuum — they are waged for political reasons determined by governments. Perhaps the most famous passage from *On War* is that "war is not an individual act, it is the continuation of policy by other means." A perfectly executed military strategy that destroys the enemy might not be the most effective means of achieving the government's political objectives.

The modern model of Clausewitz's ideas is President Truman, who, by relieving Gen. Douglas MacArthur of command during the Korean War, demonstrated the subordination of military to political objectives.

Sir Michael concluded that Clausewitz was a "child of his age" and noted that many things in his book are "no longer of relevance, while others are still subject to misinterpretation." However, *On War* contains passages that are able to "transcend their age to help us analyze our own age."

— Mark F. Hall

Mark Hall is a cataloger in the Copyright Cataloging Division.

News from the Center for the Book:

'Great Books' to Be Featured on Learning Channel

As part of its mission of stimulating public interest in books and reading, the Center for the Book is cooperating closely with The Learning Channel in the production of its "Great Books" series of one-hour specials about classics of world literature.

"The 'Great Books' series is based on an idea by John S. Hendricks, chairman and CEO of Discovery Communication Inc. —which owns The Learning Channel," said John Y. Cole, director of the Center for the Book. "The Center for the Book formed an advisory panel to help select books to be included in the series, and we continue to offer advice and other kinds of help. We are pleased that each program carries a separate acknowledgement, 'Produced in Cooperation with the Center for the Book in the Library of Congress.'"

The Center for the Book advised The Learning Channel on its "Great Books" series of television specials, which kicks off June 4 with an exploration of how *Alice in Wonderland* influenced both Victorian perceptions of children and popular culture today.

"Great Books" began airing on The Learning Channel in 1993 with programs about Mary Shelley's *Frankenstein*, *The Origin of Species* by Charles Darwin, and Sir Thomas Malory's *Le Morte D'Arthur*. The next programs to be aired were Lewis Carroll's *Alice in Wonderland*, H.G. Wells's *War of the Worlds*, the fourth century B.C. classic *The Art of War*, by Sun Tze and Mark Twain's *The Adventures of Huckleberry Finn*. Other books to be featured include Joseph Heller's *Catch-22*, *Native Son* by Richard Wright, Plato's *The Republic*, *The Scarlet Letter*, by Nathaniel Hawthorne, Machiavelli's *The Prince*, Jonathan Swift's *Gulliver's Travels*, *The Interpretation of Dreams* by Sigmund Freud, *Moby Dick* by Herman Melville and Homer's *The Odyssey*.

Filmed throughout the world, programs in the series include film clips from movies and interviews with scholars, writers, musicians, filmmakers and world leaders, thus presenting a variety of interpretations about the book and its effect on the world today. For example, actor Donald Sutherland, who narrates the series, interviews Grace Slick of the Jefferson Airplane, Lewis Carroll biographer Morton Cohen and the president of the Lewis Carroll Society of North America (*Alice in Wonderland*); British science fiction writer Brian Aldiss and "Star Trek's" Leonard Nimoy (*War of the Worlds*); and Army Gen. William Westmoreland, Vietnamese Gen. Vo Nguyen Giap and U.S. Naval War College Profes-

sor Arthur Waldron (*The Art of War*).

A two-day festival of films produced for the series will be aired on The Learning Channel on Sept. 14 and 15. "Great Books" is a presentation of Discovery Productions and Cronkite, Ward & Co., an independent film and television company.

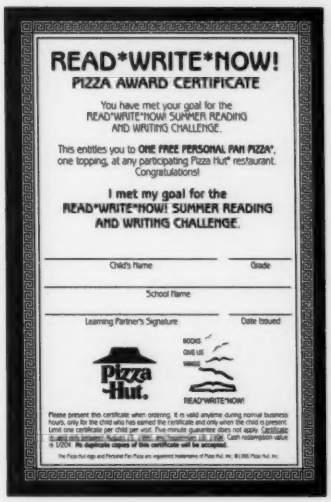
❑ **New Book About Bernard Malamud to Be Discussed.** On June 4, writers Alan Cheuse and Nicholas Delbanco will discuss their new book, *Talking Horse: Bernard Malamud on Life and Work* (Columbia University Press, 1996), in the Center for the Book's "Books & Beyond" noontime lecture series.

The talk, which is open to the public, will take place at noon in Dining Room A in the James Madison Memorial Building.

Bernard Malamud (1914-1986), author of novels including *The Fixer*, *The Natural* and *The Assistant*, is widely recognized as one of the most important and enduring American writers of his generation. *Talking Horse*, which draws heavily on the Malamud Papers in the Manuscript Division of the Library, provides unique insights into the way a master fiction writer thought about and practiced his craft. Drawing on a great deal of never-before-published work, *Talking Horse* includes speeches, interviews, lesson plans, essays and a series of unpublished notes and responses on the nature of fiction.

Alan Cheuse, the author of many works of fiction and nonfiction, teaches writing at George Mason University. Book commentator on National Public Radio's "All Things Considered," he also is host of the Center for the Book's "The Sound of Writing: America's Short Story Magazine of the Air," which is broadcast on more than 100 National Public Radio affiliates. The author of 16 works of fiction and nonfiction, Nicholas Delbanco teaches and directs the MFA Writing Program at the University of Michigan. Both men were close friends and colleagues of Malamud.

❑ **READ*WRITE*NOW!** Center


READ*WRITE*NOW!
PIZZA AWARD CERTIFICATE
You have met your goal for the READ*WRITE*NOW! SUMMER READING AND WRITING CHALLENGE.
This entitles you to ONE FREE PERSONAL PAN PIZZA*, one topping, at any participating Pizza Hut® restaurant. Congratulations!
I met my goal for the READ*WRITE*NOW! SUMMER READING AND WRITING CHALLENGE.
Child's Name
Grade
School Name
Learning Partner's Signature
Date Issued
Pizza Hut.
BOOKS GIVE US WINGS
READ*WRITE*NOW!
Please present this certificate when ordering. It is valid anytime during normal business hours, only for the child who has earned the certificate and only when the child is present. Limit one certificate per child per visit. Five-minute guarantee does not apply. Certificate is valid only between [illegible] and [illegible]. Cash redemption value is 1/20¢. No duplicate copies of this certificate will be accepted.
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for the Book Program Officer Maurvene D. Williams represented the Library on April 26 in Springfield, Ill., as Secretary of Education Richard W. Riley launched the second year of READ*WRITE*NOW, an intergenerational program designed to improve the reading and writing skills of America's young students from preschool to sixth grade. The event was held at the Illinois State Library, home of the Illinois Center for the Book.

The new READ*WRITE*NOW! Summer Challenge project links children with a reading partner. Participating children agree to read and write 30 minutes a day, five days a week. A basic kit (for children and their reading partners) includes how-to materials, an activities book, two bookmarks and two achievement certificates.

Pizza Hut has donated pizza coupons for the 1996 summer program. Local sponsors are encouraged to develop their own incentives to reward children who complete their reading goals. With the help of the American Library Association (ALA) and the Center for the Book, the Department of Education is distributing the kit to 16,000 libraries. A letter signed by Secretary Riley, ALA Executive Director Elizabeth Martinez and Dr. Billington has been sent to the libraries, encouraging their involvement in the program. Many Reading Is Fundamental sites are also receiving kits.

For questions and copies of the kit (while the supply lasts), call the Department of Education's toll-free number: (800) USA-LEARN. Copies also may be requested via the Internet at http://www.ed.gov.

❑ **Minnesota Publishers Week.** Maurvene Williams also represented the Center for the Book on April 11-13 in Minneapolis at Minnesota Publishers Week, a Minnesota Center for the Book program that celebrates the intellectual, cultural and economic contributions of the state's book publishers.

Events included an April 11 symposium, "Books in Minnesota's Future: The Digital Information Revolution and its Implications for Publishers, Writers, Booksellers, Librarians, Educators and Readers"; an all-day conference, "A Search for the Future," sponsored on April 12 by The Loft: A Place for Writing & Literature; and the Minnesota Book Awards ceremony, held on April 13 at the Minnesota History Center in St. Paul.

In addition, on April 13, Ms. Williams was interviewed about the Center for the Book and its activities for "All About Kids!," a weekly television series for parents and adults who work with children, produced for cable television by Metronet, the home of the Minnesota Center for the Book.

MINNESOTA
PUBLISHERS WEEK

1996 Bobbitt Prize for Poetry to Be Awarded

The 1996 Rebekah Johnson Bobbitt National Prize for Poetry of the Library of Congress will be presented in October for the best book of poetry published by a living United States author during the preceding two years (i.e., during 1994 or 1995).

The first of these biennial prizes, presented in even-numbered years, was awarded to James Merrill in 1990 for his collection *The Inner Room;* the second, in 1992, was shared by Louise Glück and Mark Strand. The 1994 Bobbitt Prize was awarded to A.R. Ammons for his collection *Garbage.*

The $10,000 prize is given by the family of the late Rebekah Johnson Bobbitt of Austin, Texas, in her memory. She was Lyndon B. Johnson's sister and, while a graduate student in Washington during the 1930s, was an employee of the Library of Congress, where she met co-worker and college student O.P. Bobbitt, whom she later married. Their son, Philip C. Bobbitt, relates,

After my mother's death, I discovered a cache of old index cards apparently used as surreptitious notes under the eyes of a superintendent who supposed perhaps that mother was typing Dewey decimals. The long campaign by which my father moved, successively, from conspiratorial co-worker to confidant to suitor, was partly played out in the indexing department of the Library. Sometime after my mother's death, my father and I decided to endow a memorial in her honor and, owing to the history I have described, the Library of Congress was suggested as a possible recipient of this memoriam.

The Bobbitt Prize, a milestone in the Library's history, was the first award given by the Library since the controversy over the Library's awarding of the 1948 Bollingen Prize to Ezra Pound for his *Pisan Cantos.* The Joint Congressional Committee on the Library of Congress in 1949 adopted a policy prohibiting the Library thenceforth from granting any more awards or prizes.

On April 15, 1988, however, the Joint Committee on the Library, under the chairmanship and vice-chairmanship, respectively, of Sen. Claiborne Pell (D-R.I.) and Rep. Frank Annunzio (D-Ill.—retired), approved Dr. Billington's petition for the resumption of "the awarding of prizes by the Library of Congress in recognition of exceptionally meritorious achievements in the life of the mind, including works in biography, history, fiction, poetry, and drama, as requested by the Librarian." The Bobbitt Prize was the first literary prize to be offered and administered by the Library since this congressional approval took effect.

A four-person committee to select the three-person Bobbitt Prize jury for the 1996 award will convene at the Library this month, and will be made up of the Librarian of Congress, the Poet Laureate Consultant in Poetry, a publisher appointed by the Academy of American Poets and a literary critic appointed by the Bobbitt family. The prize jury will convene by mid-September.

Nominations for the prize may be submitted by publishers only. A large mailing of announcements, along with rules and application forms, will go out to publishers from the Library's Poetry and Literature Center. Entries should be accompanied by the entry form, four copies of the nominated book, a $25 contribution made payable to the "Poetry and Literature Fund" of the Library of Congress, and a stamped return postcard so that the Library may acknowledge receipt and should be postmarked no later than July 15, 1996. Publishers are urged to be selective in their nominations.

For purposes of the prize a book is precisely defined, as follows: a collection of printed leaves, that have been folded, secured by adhesive along the binding edge in a perfect binding, i.e., no saddle-stitched or

(Cont. on next page)

Yusef El-Amin

Dr. Billington met with Philip Bobbitt (far right) and the winners of the second Bobbitt Prize in 1992: Louise Glück and Mark Strand.

Audit *(Cont. from page 179)*
government needs but also support all major research institutions in the country in a cost-effective manner, he said.

With a story, Mr. Moynihan illustrated the richness of the Library's knowledge of international matters, not only in the holdings but also in the expertise of the staff. He said John Haynes, 20th century manuscripts specialist in the Manuscript Division, guided him to archives in Moscow for information about the Communist Party of the United States. "The Library is the place if you want information," said Mr. Moynihan, citing the Library's dual role as both knowledge collector and broker through electronic networks.

Management and Operations

Dr. Billington said the Library already is taking steps to improve many of the systems and support operations identified by Booz-Allen in its examination of general management and operations and concurs with several recommendations to improve infrastructure — information technology, security, human resources and facilities management.

The consultants said they based their findings, conclusions and recommendations on analyses of more than 300 Library-related studies and documents, including legislation and congressional testimony; interviews with more than 170 individuals; observations and opinions of 27 "focus groups" with Library officials, congressional staff and external groups; reviews of processes that create products and services; benchmark visits to other federal agencies, university libraries, public libraries and commercial clearinghouses; and an examination of arrearage reduction efforts, the competitive selection process, collections security, the Fort Meade Storage Facility and the National Digital Library.

The Library will strategically link its human, information and facilities resources in order to fulfill mission objectives.

Dr. Billington said the results of GAO's congressionally mandated management review and an internal assessment of Library operations conducted by Mr. Carney last winter "are remarkably similar."

The Library will draw on the findings and recommendations of Booz-Allen and Price Waterhouse to implement the Library's Management Improvement Plan-1996, which Mr. Carney presented to the Library's Executive Committee in February, Dr. Billington said.

In their prepared statement, GAO and Booz-Allen summed up Booz-Allen's conclusions that the Library should:

•"Institute a more comprehensive planning and program execution process that provides for better integration of key management elements, such as strategic and operational planning, budget development, program execution, performance measurement and evaluation."

•"Improve the capability to make decisions and solve problems that cut across organizational lines primarily by clarifying roles, responsibilities and accountability."

•"Reengineer its support services, particularly in the areas of information resource management, facilities, security and human resources, to improve the capability of its infrastructure to support the mission."

The report did not note that the Library has hired a training director and launched an "Internal University" to retrain its work force.

Dr. Billington said the Library concurs that customer service should be improved, as should collections and facilities management, but that Booz-Allen overlooked a number of successful process-management projects, such as whole book cataloging.

GAO said Booz-Allen emphasized that three of its organization recommendations "are key to the Library's overall success in improving its management and operations." Booz-Allen said the Library should:

•"Clarify the role of the Deputy Librarian to serve as the Library's chief operating officer and vest the individual occupying that position with Library-wide operational decision-making authority";

•"Elevate the chief financial officer's position to focus greater attention on improving the Library's financial systems and controls"; and

•"Establish a chief information officer position to provide leadership in technology across the organization, which should help the Library function more effectively in the electronic Information Age."

Dr. Billington responded that the Library has advertised the position of Deputy Librarian as the Library's chief operating officer and a search is under way. "The report's other recommendations with regard to organizational structure will be considered as the Library seeks to improve management accountability at all levels," Dr. Billington said.

Booz-Allen analyzed prospects for severing the Copyright Office and

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Bobbitt Prize *(Cont. from page 192)*
stapled binding, bound and published in a standard edition of not less than 1,000 copies. A first book or book composed of new work will qualify; collected and selected works will qualify only if they include at least 30 new poems previously unpublished in book form.

Announcement of the recipient of the award will be made by the Library in early October 1996, by news releases to major newspapers and literary magazines. Also in October, the award will be made by the Librarian at an invitational reception, to be followed by a public reading, by the author, from the book chosen for the award.

***The Library is in compliance with the Cook settlement agreement.* — Booz-Allen and Hamilton**

Congressional Research Service from the Library but concluded they should remain part of the Library. The Library welcomed these conclusions.

Improving Infrastructure

The Library concurred with Booz-Allen recommendations that the Library strategically link its human, information and facilities resources in order to fulfill mission objectives.

Following the new Management Improvement Plan for 1996, drawing upon Booz-Allen recommendations, the Library will "build an organization-wide technology infrastructure to address our needs for the next decade, develop a strategic technology plan [by which] we will codify and execute goals and objectives and be responsive to the technology needs of our staff," Dr. Billington said.

He said the Booz-Allen report did not recognize the Library's "cutting edge efforts" such as the National Digital Library, THOMAS and the Copyright Office Electronic Registration, Recordation and Deposit System (CORDS).

Booz-Allen concluded that the lack of strategic planning is "most severe" in technology. "Although ITS has a strategic plan (last revised in September 1995), it does not include a vision for the future that includes IT [information technology] as an enabler of the Library's mission, an integrated IRM [information resources management] architecture, or performance improvement objectives that are measurable and linked to mission performance. The Library lacks a clear technology vision to support processes within the Library and the creation of networks of institutions that enable the world's knowledge resources to be shared," Booz-Allen said.

Human Resources: GAO and Booz-Allen officials summed up Booz-Allen findings that the "human resource function at the Library has some significant problems that may hamper the Library's ability to maintain its intellectual capital.

"First, the Library does not have a coordinated training program.

"Second, human resources personnel and processes are not equipped to handle changes in recruitment, training or selection requirements that may result from technology, changes to the Library's mission or staff turnover.

"Third, the human resources services unit is not able to strategically plan for workload and staffing requirements because of its poor coordination among the Library service units.

"Fourth, ongoing problems in communications between managers and unions inhibit their ability to plan together for future directions of the Library.

"Finally, the personnel management operations, particularly competitive selection and training, inhibit the Library's ability to bring on new staff members and get them trained quickly. Currently, it takes about six months to recruit and hire new employees."

In its report, Booz-Allen concluded that although a lengthy competitive selection process inhibits the Library's ability to recruit efficiently, improvements of the process are impeded by measures taken in response to the *Cook* class action suit charging racial discrimination in hiring. The suit originated as an EEO complaint in 1975.

Booz-Allen found that the Library's hiring process takes a median of 177 calendar days, compared to 42-56 days for the U.S. Government Printing Office, 30-60 days for the National Archives and Records Administration and 60-120 days for the National Aeronautics and Space Administration. Their report said the Library had expended roughly $2 million in payments to outside consultants and other contractors in 1993-95 to work on the hiring process and related matters.

Booz-Allen did find that the Library is in compliance with the requirements of the 1995 *Cook* settlement agreement and that its competitive selection written policy is consistent with the Federal Uniform Guidelines.

Under the old system (May 1991-November 1992), Booz-Allen said, 20 percent of 169 new hires were African Americans and 72 percent were whites. Under the new system (November 1993-May 1995), 31 percent of 77 hires were blacks and 60 percent were whites.

***"The Internal University will significantly address work force issues and improve training throughout the Library."* — Dr. Billington**

However, the report recommended that the Library obtain the services of two experts, one in employee selection to take an oversight role of the competitive selection process and the other with the appropriate statistical expertise to determine if there is an adverse impact on the Library's employment decisions.

Dr. Billington noted that the Library is pursuing the report's suggestion for a labor relations pilot to improve employee-management relations.

In response to several recommendations for training, Dr. Billington said the Library's Internal University, "barely mentioned in the report," will "significantly address the Library's work force issues as well as the need to improve training throughout the Library."

Booz-Allen gave the Library a clean bill of health with regard to its previous use of fitness-for-duty examinations.

Noting that unions and employees

had made allegations about misuse of the examinations to handle problem employees, Booz-Allen concluded: "Based on our discussion with the medical officer and our review of the data provided, there do not appear to be any trends indicating potential misuse of bias in the use of the referral process. Allegations that certain supervisors abused the use of FFDs are not substantiated."

Price Waterhouse Review

Price Waterhouse reviewed four areas in its financial audit of the Library and found four weakness in "internal control practices" and seven "reportable conditions." The four areas that the Price Waterhouse auditors gave opinions on were the FY 1995 financial statement, the effectiveness of Library controls over financial reporting, compliance with selected laws and regulations and the security of the collections.

Regarding the Library's fiscal 1995 consolidated statement of financial position, Price Waterhouse said that except for records regarding "property and equipment balances, the Consolidated Statement of Financial Position presents fairly, in all material respects, the Library's financial position as of Sept. 30, 1995."

Price Waterhouse said the new financial management system had not yet been configured to generate the detailed trial balances necessary for an audit. The auditors also noted that the Library had traditionally worked with budgetary accounting models and suggested that proprietary and management accounting models would better serve the institution.

***"The Library's internal controls were effective in ensuring compliance with relevant laws and regulations."*— Price Waterhouse**

The Library, in its response, said it had "not planned on having an audit performed until FY 1996" and did not yet have all the procedures or systems in place to perform one during this fiscal year. Regarding the accounting models, the Library pointed out that the new financial management system will provide more program- and asset-level information to support new accounting models.

Regarding the Library's compliance with selected laws and regulations, Price Waterhouse said that "the Library's internal controls in place on Sept. 30, 1995, were effective in ensuring material compliance with relevant laws and regulations." However, the firm noted, the Library continued "to accumulate surpluses in certain gift funds" without statutory authority to do so.

In its audit, Price Waterhouse also examined how the Library had complied with the findings and recommendations of the 1991 GAO audit of fiscal year 1988 financial records. Of the 19 GAO findings, Price Waterhouse stated that the Library had completed action on 13, was working on three and needed further action on two. On one of the findings "they were unable to determine the status." the Library had stated that 16 findings were completed and three more were in progress.

Security: In response to findings and recommendations of Price Waterhouse and Booz-Allen, the Librarian agreed that the Library's security plan is incomplete. After the Computer Sciences Corporation (CSC) submits a June 7 report with critical data and analysis, the Library will proceed with a risk assessment plan and "recruit a library security officer with appropriate credentials," Dr. Billington said. "Computer security will, however, for the present remain the responsibility of ITS."

Booz-Allen said that from 1991 through 1995, the Library expended $8.3 million for added security equipment and staff involved in collections security. Neither Booz-Allen nor Price Waterhouse supported the much-publicized allegations last year of continuing massive theft and mutilation, even as they criticized some aspects of the Library's collections security management.

***"The Library plans to conduct a risk assessment and recruit a library security officer."*— Dr. Billington**

Facilities Management: In accordance with Booz-Allen recommendations and the Library's Management Improvement Plan for 1996, the Library will analyze space needs against mission priorities and construct a strategic space plan; centralize priorities and decisions about space needs; and develop comprehensive, uniform, qualitative, and quantitative space standards for all Library facilities and for each type of functional space, the Librarian said.

The Library will need to obtain the necessary financial resources to create an integrated, consolidated shared data-base on its facilities, the Librarian said. He added that the Library disagrees with a report assumption that the Architect of the Capitol should handle all electronic and other critical collections security measures.

Booz-Allen predicted that the Library will again run out of space for its collections, which at the rate they are growing, "will exceed the predicted storage capacity of the only construction project currently approved by Congress, the Fort Meade Storage Facility, before it is completed in 1999."

— Gail Fineberg and Edward Ohnemus

Gail Fineberg and Edward Ohnemus are editor and assistant editor of The Gazette, *the Library's staff newspaper.*

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